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0416-70

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Pat21 October 1970 *g*

MEMORANDUM FOR: Participants in Seminar on Source
Acquisition

SUBJECT : Notes on Preparations for Seminar

1. Purpose:

To help determine whether from practical experience in source acquisition a more philosophical ingredient can be distilled for use in the training process.

2. The Seminar will consist of a two day discussion on 1 and 2 December. See paragraph six below for administrative details. An OTR representative will discuss the treatment of source acquisition in the present curriculum at the basic level. The format will consist of presentation of actual operations or pertinent portions thereof by each participant, followed by group discussion. Participants will be divided into groups which at the end of each day will summarize the salient features of the days' discussions. Each group will record its conclusions on paper or on tape for later transcription. Not more than two weeks after the Seminar, the participants will reconvene at Headquarters for a discussion of findings and to make recommendations for future seminars or other related lines of investigation.

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3. The label "source acquisition" has been used in order not to restrict examination to formally recruited agents and in the belief there is a significant body of quality producing sources who have not and perhaps cannot or should not be formally recruited. The following guidelines may assist in the selection of cases for presentation:

- a. We are concerned here primarily with quality sources and with first hand experience.

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e. Any record of the prospective agent's reaction to the development and recruitment process could prove most enlightening. There is so little of this kind of information available.

6. Administrative Details:

Cars will leave Headquarters' entrance GB-17 and 1000 Glebe Road on 1 December at 0800 [REDACTED] Cars will pick up passengers on the return trip at approximately 1645 on 2 December, and deliver them to Headquarters or Glebe Road as preferred. Each participant is requested to call 3396 by 27 November and indicate from which point he will leave.

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Please call 3396 for answers to any questions.

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[REDACTED]
Seminar Coordinator

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NIS - Recommendations
re Agency participation
contained in paper to
Exec. Dir.-Compt., dtd.
19 Oct 70

demonstrate a bit more leadership among foreign affairs agencies by making its own special contribution. I think we can do this in a three-week course without any serious erosion of security.

f. Cost should not, as some have suggested, be the critical factor in determining future participation by the Agency. Exclusive of the Faculty Adviser's annual salary (GS-15/8 -- \$28, 226), the reimbursable expense to the Agency during the last five years has ranged from a five-year low of \$26, 280 in FY 70 to a five-year high of \$37, 800 in FY 65. In FY 70 the Agency underwrote about 14.5 per cent of the total NIS budget of \$374, 000 and registered 12.4 per cent of the students. Under subscription or oversubscription of quotas does not affect costs. Excepting the Adviser's salary, FY 71 costs are budgeted at \$23, 000.

15. The following recommendations are submitted for your approval. They are intended to keep Agency support of the NIS intact temporarily, thereby complying with the request of Under Secretary of State Johnson, and to suggest action which will be useful in developing an ultimate position vis-a-vis the Agency and the NIS. There is the possibility, of course, that all planning will be overtaken by events and avoid the occasion for any action on our part.

a. Agency participation in the Seminar should be continued at the existing Agency quota of eight until the future of the Seminar has been determined by appropriate authority and until the Agency receives official notification of such action. I recommend that the eight be divided as follows: DDP - 4, DDS - 2, DDI - 2. (Any others in excess can be accommodated without difficulty.)

b. A follow-up directive to your memorandum of 15 December 1969 to the Deputy Directors (Subject: NIS) is indicated at this time. I suggest that the memorandum include a statement advising the Deputies that participation in the Seminar is mandatory and that quotas must be filled. Additionally, I recommend that alternate candidates be identified to back up principal nominees and that nominations be sent to the Office of Training, by 1 December, for each of the first three Sessions of 1971

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beginning 11 January (#53), 1 March (#54), and 3 May (#55). Further, nominations should also be submitted to OTR by 1 June for the three remaining sessions of 1971 beginning 12 July (#56), 13 September (#57), and 1 November (#58), respectively. If you agree with this approach, I will forward a draft memorandum for your review if you prefer to have me prepare one.

c. Subject to a determination that the NIS be retained, I recommend that the Director initiate action through the Committee on Training, Senior Interdepartmental Group (SIG), to reduce the Agency quota from eight to six to establish a more realistic and attainable goal. Failing to secure approval of this request, the Committee should be asked to consider the alternatives of shortening the Seminar (now three weeks) or scheduling fewer sessions (now six per year), or both. Allocations of the revised quota of six should be apportioned: DDP - 4, DDI - 1, DDS - 1. As at present, an occasional candidate from Independent Offices or the Science and Technology Directorate usually can be accommodated without regard to quota.

16. I plan to enroll two knowledgeable senior officers in each of the Seminars scheduled to begin on 11 January and 1 March 1971. Preferably, one should be a Clandestine Service officer and the other an OTR officer. Delaying these enrollments until January, rather than beginning the review during the one remaining session of 1970 in November, will allow the Seminar sufficient time to recover from the effect the Macomber reports have had on its operation. I will require comprehensive written evaluations from each officer conducting this review which should provide a timely, up-to-date, professional look at the Seminar.

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HUGH T. CUNNINGHAM
Director of Training

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Concur:

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R. L. Bannerman
Deputy Director
for Support

21 Oct 1970

Date

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recommendation(s) contained in paragraph 15 is(are) approved.*

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[REDACTED]
L. K. White

Executive Director-Comptroller

16 Nov 70

Date

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* With the modifications indicated below:

✓ Paragraph 15a: Quota of eight to be divided as follows:

DD/P - 3

DD/S - 1

DD/I - 1

At large - 3

✓ Paragraph 15c: Allocation of the revised quota of six should be apportioned as follows:

DD/P - 3

DD/S - 1

DD/I - 1

At large - 1

The Director of Training is requested to prepare an appropriate implementing directive for signature of the Executive Director-Comptroller.

[REDACTED]
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L. K. White

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OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	C/Operations School		<i>S</i>
2	620 Glebe		
3	<i>DC/SI</i>	<i>7 Dec</i>	<i>W</i>
4	<i>C/OS</i>		
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks: Subject: NIS

1. FYI - copy of OTR recommendations concerning Agency participation in the NIS sent to Col. White in a paper dated 19 Oct 70. Also attached is a copy of an implementing directive (proposed) sent to Col. White on Dec 3. The 19 Oct paper is available for your perusal if you want to read it. It's a bit long, so only sent you the recommendations. Conceivably, OS may be asked to nominate someone per paragraph 16 of the attached recommendations.

2. OTR Personnel has copies of this material since, I imagine, it will be looking for candidates.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
Approved For [REDACTED] 01/08/21	1 Dec 70
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